Linking the Performance Reference Model (PRM) to the Program Assessment Rating Tool (PART) Framework

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Agenda

- Results-Oriented Government
- Federal Enterprise Architecture (FEA) in Performance Measurement
- Current Situation (PART and PRM)
- Notional Framework
- FEA PMO Mission, Vision, and Goals
- Potential Areas for Improvement
- Next Steps

Results-Oriented Government

- Focus is on a results-oriented government
- Budget and Performance Integration (BPI) Initiative
  - One of the five components of the President's Management Agenda (PMA)
  - Directs departments to:
    - Improve program results
    - Ensure performance is routinely considered in funding and management
  - Three objectives of the BPI
    - Increasing accountability, effectiveness, and efficiency
    - Investing in high pay-off or high priority activities
    - Improving program design
  - One of the BPI standards of success is:
    - Using the PART evaluations to direct program improvements, and ensuring PART ratings and performance information are used consistently to justify funding requests, management actions, and legislative proposals
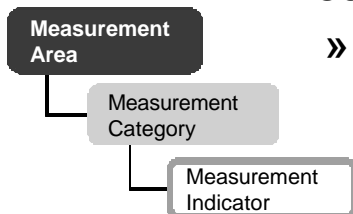
Results-Oriented Government (cont'd)

- Program Assessment Rating Tool (PART)
  - Focused on assessing program level performance
  - Consists of:
    - Twenty five (25) basic questions divided up into four (4) sections
      - [Program purpose and design (20%), Strategic planning (10%), Program management (20%), and Program results (50%)]
    - Seven (7) program types
      - [Competitive grant programs, Block/formula grant programs, Regulatory-based programs, Capital assets and service acquisition programs, Credit programs, Research and development programs, and Direct federal programs]
    - Five (5) potential rating categories
      - [Effective, Moderately Effective, Adequate, Ineffective, or Results not demonstrated]
  - As of the FY2006 budget cycle, 607 programs (~60%) have been assessed by OMB via the PART
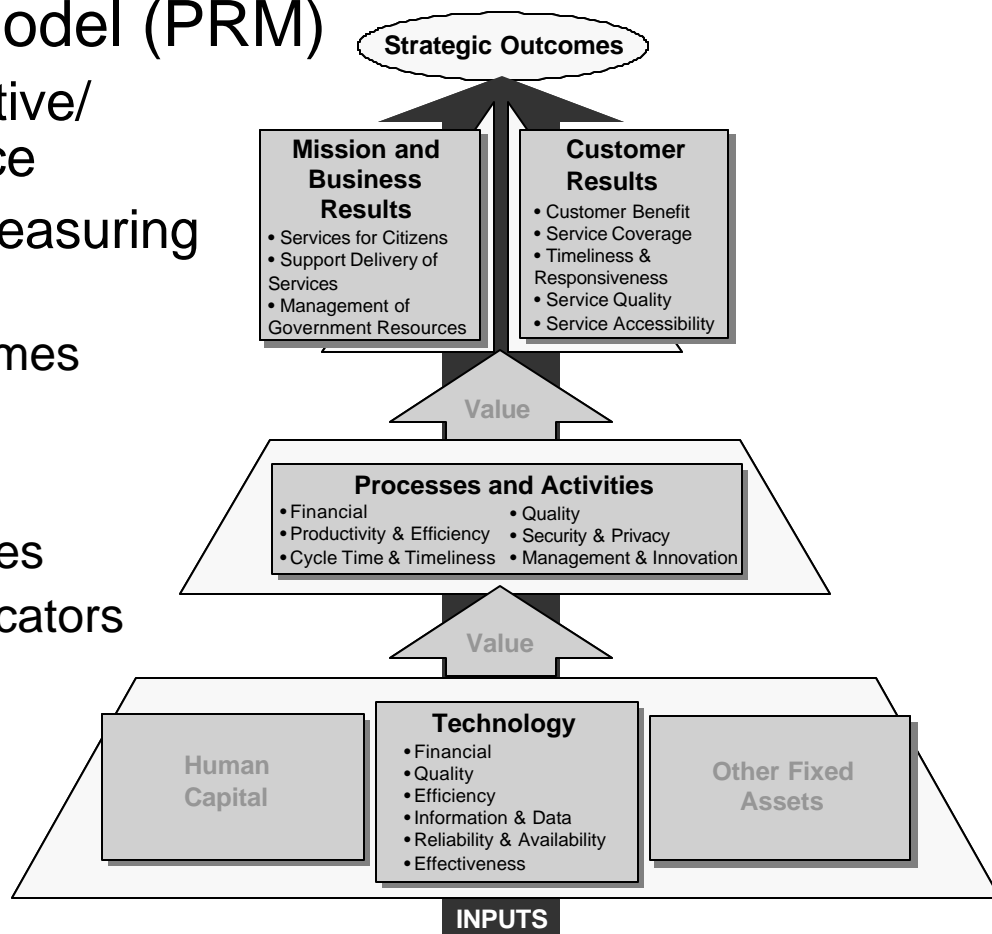
FEA in Performance Measurement

- Performance Reference Model (PRM)
  - Focused on assessing initiative/ investment level performance
  - Addresses consistency in measuring performance via:
    - Inputs -> Outputs -> Outcomes
  - Structured around:
    - Measurement areas
      - Measurement categories
        » Measurement indicators
  - Information captured via the OMB Exhibit 300

Measurement Area
└ Measurement Category
  └ Measurement Indicator

Strategic Outcomes

Mission and Business Results
- Services for Citizens
- Support Delivery of Services
- Management of Government Resources

Customer Results
- Customer Benefit
- Service Coverage
- Timeliness & Responsiveness
- Service Quality
- Service Accessibility

Value

Processes and Activities
- Financial
- Productivity & Efficiency
- Cycle Time & Timeliness
- Quality
- Security & Privacy
- Management & Innovation

Value

Human Capital

Technology
- Financial
- Quality
- Efficiency
- Information & Data
- Reliability & Availability
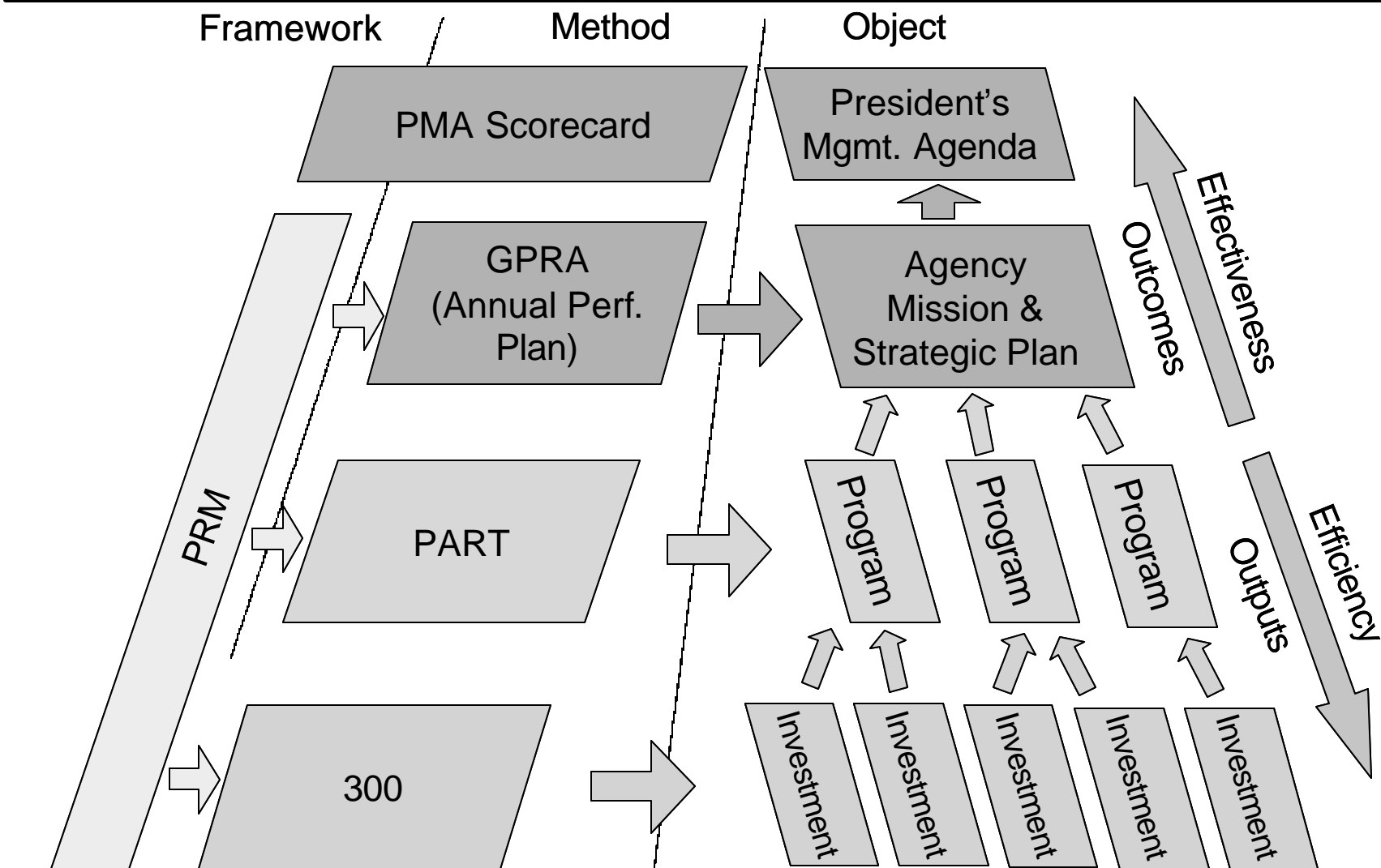- Effectiveness

Other Fixed Assets

INPUTS

Current Situation - PART and PRM

- Current PART/PRM environment:
  - OMB does not have mechanism to directly link programs and performance measures to the supporting investments
  - IT/EA community primarily utilizes the PRM, while the program/business community uses the PART
  - PART and PRM use different metrics to measure performance and OMB cannot link program metrics to investment metrics
- Differences between the PART and PRM:
  - Metrics structure
    - Annual and long-term measures
    - Measurement areas, categories, and indicators
  - Terminology
    - Outcome, output, & efficiency
  - What is being measured
  - Performance measurement processes

Notional Framework

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- # FEA Mission, Vision, and Goals

FEA MISSION
Develop and use the Federal Enterprise Architecture to improve government efficiency and effectiveness

VISION
The Federal Enterprise Architecture Practice is the cornerstone for the design, development and implementation of information resources government-wide

GOALS

1. Improve utilization of government information resources to focus on core agency mission and service delivery to citizens by using the FEA.

2. Enhance cost savings and cost avoidance through a mature FEA government-wide.

3. Increase cross-agency and inter-government collaboration.

2005 Strategic Initiatives

- Articulate FEA Value and Build Trust with EA Partners
  Refine the FEA Value Proposition
  Develop and Implement a Communications Strategy
  Gather and Share EA Case Studies
- Evolve the FEA to Drive Results
  Establish and Implement a Governance Framework
  Link the PRM to the PART Framework
  Align Enterprise Architecture to Agency Strategic Planning
  Complete the Development of the Data Reference Model (DRM)
  Engineer the FEA to Standardize Linkages between Reference Models
  Guide the Development of the Security and Privacy Profile
  Launch a Records Management Profile
  Create a Geospatial Profile
- Develop and Evolve the Lines of Business and Other Collaborative Opportunities
  Support the Identification of New Lines of Business
  Support the IT Security Line of Business
  Guide Agency Transition Planning Toward Common Solutions
  Support the Integration of the E-Government and LoB Initiative Architectures
  Enhance the Value and Business Benefits of Collaboration Tools
- Measure EA Value with the EA Assessment Program

FEA PMO Mission, Vision, and Goals (cont'd)

- One of four key strategic FEA PMO priority areas is to "Evolve the FEA to Drive Results"

- The strategic initiative "Link the PRM to the PART Framework" has been identified to support this through:
  - High level actions
    - Performing a gap analysis between the PRM and PART
    - Identifying areas of alignment between the PRM and PART
    - Providing recommendations to improve effectiveness of both the PRM and the PART
  - Benefits
    - Ensuring a common measurement framework is used to measure IT investment contribution to program performance
    - Bringing IT into the context of strategic program decision-making
    - Establishing a link between IT investment and mission (through programs and lines of business) to demonstrate results

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9

Potential Areas for Improvement

- High-level improvement areas include:
  - Establishing the linkage between lines of business, programs, and IT investments
  - Establishing consistency of PART and PRM performance measurement terms and definitions
  - Aligning PART and PRM measures with GPRA
  - Developing recommendations for the evolution of the PART and PRM
  - Incorporating the review of IT investments into the PART assessment

Potential Areas for Improvement (cont'd)

- Potential benefits of a PART and PRM linkage include:
  - Identifying investments linked to programs rated "Results Not Demonstrated"
  - Linking performance (both excellent and poor) of investments and programs and understanding impacts and relationships
  - Increasing "line-of-sight" from lower level performance measures to higher level mission results
  - Integrating PART and PRM as components of an overall performance measurement process (vs. two separate processes)
  - Increasing visibility and acceptance throughout the federal government
  - Linkage of performance to budget funding requests

Next Steps

- ## Near term (FY 2005)

  - Evaluate potential options to identify where we can capture the basic link between programs and investments

  - Perform gap analysis between the PRM and PART

  - Develop recommendations for improvement